

Enhancing shareholder wealth: while the overall aim of all listed firms is to maximise shareholder wealth, specific financial aims in a firm's annual report would not normally make reference to this

- Decrease cash for bonuses
- Increase brand reputation and recognition
- Invest in projects with positive NPV
- Decrease average cost of capital
 - If entity is all-equity financed, raising debt finance will decrease its cost of capital
- Moving profitable operations to low tax regimes

NOT-FOR-PROFIT (NFP) ENTITIES: primary objective is provision of an acceptable level of service to key stakeholders; since services provided are limited by available funds, secondary objective is to raise maximum funds and to use such funds efficiently to maximise benefited generated

• **Public sector entities:** ie hospitals; nationalised industry; government; generally run to the benefit of society overall and often regulated; but major problem is obtaining a measurable objective:

- **Budgetary compliance:** usually set by government
- **Risk aversion:** risk averse due to political repercussions of failure
- **Efficiency:** largely absent as a concept in its truest form, but may be used to relate inputs to outputs
- **Cash generation**
- **Value added**
- **Return on Assets (ROA):** interpretation impacted in the public sector as concept of profit is largely absent
- **Market share:** increasingly relevant
- **Competitive position:** increasingly relevant

Value for money (VFM) / 3Es: useful means of appraising NFP performance under the umbrella term "cost-effectiveness": the optimal use of resources to achieve the intended outcome

1. Economy (input measure): minimise the cost of resources (inputs) used; spend less

2. Efficiency (links input to output): relationship between products (outputs) and resources (inputs) used to produce them; spend well

3. Effectiveness (output measure): relationship between inputs and actual results of public spending (outcomes); spend wisely

...a fourth E is suggested: **4. Equity:** extent to which services reach all people intended; spend fairly

• **VFM audit:** investigating whether arrangements have been made for securing 3Es in use of resources; focuses on specific area of expenditure to conclude if VFM has been achieved

- **Purpose:** independent analysis on the way money has been spent to achieve policy objectives

For-profit entity	Not-for-profit entity
Aim to maximise shareholder wealth	Aim to provide an acceptable level of service to key stakeholders and are concerned with VFM
Aim to satisfy a wide range of stakeholders	Aim to satisfy a wide range of stakeholders
Have financial and profit objectives	Do not have profit orientated objectives, but may have financial objectives

INTERNATIONAL OPERATIONS: entities are increasingly expanding across national boundaries in the modern business environment, resulting in some additional considerations:

Strategic considerations of international expansion	Financial considerations of international expansion
Risk management: interest rates, foreign exchange rates, government policy	Maximisation of shareholder wealth: by undertaking positive NPV projects internationally
Competition: foreign markets may have weaker/stronger competition	
Customers: may enhance/women customer relationships by moving closer/ further away; while also exposing the firm to pool of potential new customers	Impact on financial statements: assets/transactions denominated in a foreign currency must be converted to the domestic (functional) currency, thus exposing the entity to translation risk as exchange rates fluctuate
Economies of scale	
Costs: higher distribution costs; possibly lower raw materials and labour costs	
Ethical issues: taking advantage of less developed labour laws	Impact on cost of capital: likely to change to reflect increased associated risk.
Cultural issues: differences in language, customs, and advertising	

FINANCIAL PERFORMANCE APPRAISAL: investors (shareholders and lenders) appraise entity performance to assess whether it represents a good investment, necessitating ratio analysis:

- **Gross profit** = Revenue / sales - Cost of goods sold (COGS)
- **Operating profit / Profit before interest and tax (PBIT)** = Gross profit - Operating expenses
- **Profit before tax** = Operating profit - Finance costs (interest payable)
- **Earnings / Net income / Profit after tax (PAT)** = Profit before tax - Tax

PROFITABILITY RATIOS: ideal value varies; important to compare over time and between entities

• **Gross profit margin:** % of revenue retained after cost of goods sold (COGS) are deducted

$$\text{Gross profit} = \text{Revenue} - \text{Cost of goods sold (COGS)}$$

$$\text{Gross profit margin} = \frac{\text{Gross profit}}{\text{Revenue}} \times 100\%$$

• **Operating profit margin:** profit after operating expenses (indirect costs such as administration and distribution costs) but before interest (finance costs) and tax are deducted

$$\text{Operating profit} = \text{Gross profit} - \text{Operating expenses} = \text{Profit before interest and tax (PBIT)}$$

$$\text{Operating profit margin} = \frac{\text{Operating profit}}{\text{Revenue}} \times 100\%$$

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1. Understanding the eBook Cima Lecture Notes
 - The Rise of Digital Reading Cima Lecture Notes
 - Advantages of eBooks Over Traditional Books
2. Identifying Cima Lecture Notes
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Cima Lecture Notes
 - User-Friendly Interface
4. Exploring eBook Recommendations from Cima Lecture Notes
 - Personalized Recommendations
 - Cima Lecture Notes User Reviews and Ratings
 - Cima Lecture Notes and Bestseller Lists
5. Accessing Cima Lecture Notes Free and Paid eBooks
 - Cima Lecture Notes Public Domain eBooks
 - Cima Lecture Notes eBook Subscription Services
 - Cima Lecture Notes Budget-Friendly Options

6. Navigating Cima Lecture Notes eBook Formats
 - ePub, PDF, MOBI, and More
 - Cima Lecture Notes Compatibility with Devices
 - Cima Lecture Notes Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Cima Lecture Notes
 - Highlighting and Note-Taking Cima Lecture Notes
 - Interactive Elements Cima Lecture Notes
8. Staying Engaged with Cima Lecture Notes
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Cima Lecture Notes
9. Balancing eBooks and Physical Books Cima Lecture Notes
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Cima Lecture Notes
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Cima Lecture Notes
 - Setting Reading Goals Cima Lecture Notes
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Cima Lecture Notes
 - Fact-Checking eBook Content of Cima Lecture Notes
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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